

TRAINING REPORT
ON
MANAGEMENT SKILLS FOR NGO LEADERS IN THE
DISABILITY FORUM

In Hanoi from December 5, 2004 to January 9, 2005

Prepared for

HVO

Prepared by



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INTRODUCTION

This is a report of the 5-day training course, namely “**Management skills for NGO leaders in the disability forum**”, taken place in Hanoi from December 5, 2004 to January 9, 2005 at 5 different weekend days. The training was sponsored and organized by Hanoi HVO office and conducted by OCD Company.

Totally 22 participants (excluding 3 persons who were interpreters for deaf participant group) from different NGOs in the disability forum attended the course. Most of them are leaders of NGOs of disable people of Hanoi area and some other provinces such as Nam dinh, Hai phong and Thai binh in the North of Vietnam.

This report includes:

- The overall evaluation of the training
- The evaluation of each training day activities
- The participants’ evaluation on the training
- Conclusion

OVERALL EVALUATION

It is believed that the training course achieved its objectives. A friendly climate that encouraged participation and active learning was developed throughout the course. Participants explored critical knowledge on management skills for NGOs leaders. The course was a chance for participants to develop different skills of working with, leading and managing people in order to effectively implement projects and programs of their organizations. Most importantly, participants explored knowledge and practiced skills through a diversity of activities that allowed them to actively participate, experience, and take responsibility for their learning. Their experience of being active learners in the course enhanced their beliefs in value and importance of people skills for NGOs leaders and

encouraged them to apply learning points to their work places. In addition, the reasonable class size(22 participants) also contributed to the success of class activities.

EVALUATION OF EACH TRAINING DAY ACTIVITIES

Main Activities in Day 1: Effective communication skill for NGOs leaders

1- Welcome and Introduction

2- Concept of effective communication skill. Factors that lead to poor, blocked and distorted communications.

The concept of effective communication skill was introduced to the participants in an interactive lecture. They also had a plenary discussion on and got clear understanding of factors that lead to poor, blocked and distorted communications. The theory part was summed by the trainer.

3- Being Aware of Assumptions

Participants did the Assumption exercise that demonstrated how we all used our assumptions in communication. These assumptions, while implicit, usually prevent us from communicating effectively.

The exercise worked well in the training and was enjoyable to the participants.

4- Concept of non-verbal communication and its importance for communication effectiveness.

Concept of non-verbal communication and its importance for communication effectiveness was introduced to the participants in an interactive lecture.

Examples were given by the trainer and the participants agreed on its importance during the communication process.

5- Study case of “Find someone else !”.

Participants were fully involved in the case study and in discussion of how to improve active listening and giving feedback skills, as well as how to overcome the “hard situations” in their organizations and creating more effective

communication. It was believed that each drew their own learning points through this interesting case study.

The training day content was summed up by the trainer.

Main Activities in Day 2: Conflict management and negotiation skill for NGOs leaders

1- Concept of conflict and conflict management

Concept of conflict and conflict management was introduced in a interactive lecture. The participants discussed and got a clear understanding of conflict concept, its causes and conflict escalation. They also understood importance of conflict management process and approaches and skill for conflict handling.

2- The blue and red game

The “blue and red” game was used to enable participants to actually experience the conflicts and reflect ways in which they would handle them. Participants mistakenly focused on “our team has to win the others” (their position) and totally forgot the real objective of the team in the game. The result was that none of the teams reached the game objective. The question of why so was explored thoroughly after the game and many lessons were drawn out by participants, including keeping in mind the real interests of each party in conflict solving; having to trust others before being trusted; taking risk to gain trust.

3- Developing a win-win approach for negotiation

The next part of the day was a game on negotiation. Each group had different goals and preferences from their partner. Their job was to negotiate and agree on the terms and conditions they would work together. The design of the exercise allowed each negotiation table to find the “best” solution where both parties satisfied their needs without hurting the other’s needs. However, to find that solution, they needed to really trust each other and share critical information they had.

All groups went through difficulties before two of them reached the optimal solution. The following discussion reached a consensus that for the parties to work well together, they need to have a high level of trust, but also have a balance between building relationship and getting the job done effectively. The conclusions of the discussion and learning points were reinforced by the trainer.

4- Conflict management styles

Participants filled in the instrument to identify their own styles of handling conflicts. The trainers explained the meanings of each style as well as the use of each in different situations. No style is the best, but participants could use this tool to understand themselves, their strengths and weaknesses in solving conflicts and negotiation.

Main Activities in Day 3: Motivation skill for NGOs leaders

1-Concept of motivation and human need model of Maslow. Different aspects of motivating people.

The concept of motivation, human need model of Maslow and different aspects of motivating people were introduced to the participants in an interactive lecture and illustrated by examples from the trainer.

2. Case studies on staff motivation.

The first case study was introduced to get across the idea of the complexity of motivation issues.

The case study was well analysed by groups and briefly put on flipchart papers for presentations later on. The plenary discussion went smoothly, helping participants clearly see different aspects of motivation. Trainer then asked participants to relate the case study with their own situations regarding motivation issues.

The story of Microsoft was introduced to reinforce the “feeling” and learning of participants on the disadvantages of money-focused motivators. All aspects of motivation: People needs, theories of Two factors and Expectancy were

integrated into the end discussion of participants and were summed up by trainer.

Main Activities in Day 4: Developing teambuilding skills for NGOs leaders

1- Concept of team, teamwork and teambuilding. Factors that influence effectiveness and efficiency in teams.

The concept of team, teamwork and teambuilding were introduced to the participants in an interactive lecture. The participants also had a plenary discussion on factors that influence effectiveness and efficiency in teams.

2- Case study “ Why that team doesn’t work? “.

The groups discussed and made presentations of group work results. The plenary discussion helped participants to see how the factors such as leadership, role, team goal, relationship, procedure influenced teamwork in that case. The participants got a clear understanding of those factors and discussed possible ways to improve teamwork.

3- Exploring individual personalities

The next skill to effectively working in team was to be able to understand personalities of oneself and of others. This part was for participants to explore their personality types, using MBTI questionnaire. The participants then discussed implications of this exercise for their workplaces.

The training day content was summed by the trainer.

Main Activities in Day 5: Problem solving skills for NGOs leaders

1- Concept of problem solving process and skill

Concept of problem solving process was introduced to the participants in an interactive lecture. The participants got clear understanding of 4 steps such as identifying problem, generating alternatives, evaluating and decision, and decision implementation. They also discussed dimensions of problem solving process such as system, creation and people related ones.

2- Case study on problem solving process which neglected systematic and people dimensions.

The groups discussed and then conducted their presentations of group discussion results. After the plenary discussion the participants got a clear understanding of the effects of neglecting systematic dimension and agreed on the learning points of the problem solving process. The discussion was summed up by the trainer.

3- Case study on problem solving process which neglected creation dimension.

The case was discussed by groups and presented in a plenary sessions. The participants stressed on consequences of neglecting creation dimension during problem solving process and learning points for similar cases.

The training day content was summed up by the trainer.

4- Training course closing session

As this is a final training day of the whole 5-day training program the general summary of the course was made by the trainer. The training course evaluation forms were filled by the participants. The training certificates were delivered to the qualified participants.

THE PARTICIPANTS' EVALUATION ON THE TRAINING

This part of the report summarises the participants' evaluation on the training through the Training Evaluation Form, which distributed to participants at the end of each training course.

Table 1 below present the results of participants' evaluation analysis. The evaluation were on different aspects of the training, including the training contents, materials, training methodologies, training organizations and trainers.

Table 1: Result of Training Evaluation Form Analysis

(Score: 1-6, with 6 is the highest)

EVALUATION ASPECTS	MEAN	OTHER COMMENTS
Content	5.5	<ul style="list-style-type: none"> - The course equipped me with good skills for my works - Good - The content should be more and time should be longer - Basic and specific
The content of the course is relevant to my work	5.7	
The duration of the course is equivalent to the materials	5.3	
I was well equipped with new information by the workshop	5.6	
The steps in the course were implemented suitably	5.4	
This workshop is worthy of my time	5.7	
My objectives were well met	5.2	
I would like to introduce this course to others	5.7	
Materials	5.5	<ul style="list-style-type: none"> - Good - Easy to understand - Better to have more material - Good for my work - Sufficient and clear - Better to have more specific guidance
Materials helped to understand clearly topics of the course	5.5	
Materials were helpful for my work	5.5	
Training Methods	5.3	<ul style="list-style-type: none"> - Methods are applicable - Better to have more time for exercise - New method and suitable for disable people - Good training method but training time is too short - Very scientific - Good time frame and method - Easy to understand - Suitable to ability of the participants -
Training method was suitable	5.4	
Practice time was suitable		
	5.1	
Location and Refreshment	5.6	<ul style="list-style-type: none"> - Not very good - Good - Very good care was taken - Satisfied - The training room is too small, seating space is somehow uncomfortable, sometime difficult to see the screen
I feel pleased with the location of the course	5.7	
I feel pleased with the services (refreshment, cleaning)	5.5	
Trainers	5.7	<ul style="list-style-type: none"> - Very good trainer - Wish to have next training with the same trainer - Good training methodology - Good knowledge - Very useful - Easy to understand - Trainers well prepared and enthusiastic
Trainer has excellent knowledge about the topics	5.8	
Trainer was enthusiastic with participants	5.9	
Trainer answered my questions well	5.3	
The presentation of the trainer was clear	5.7	
Trainer prepared the course very carefully	5.7	
Trainer encouraged class discussions	5.9	

Additional Comments:

- I wish to have the training course with longer time
- I wish to have longer training time of 8-10 days and full day training schedule was somehow too tiring for the disable participants
- Five Sundays schedule was too long. I wish to have a continuous training course at weekend days
- I wish to have group discussion/exercise on creating motivation for clubs of disable people and self-help groups of companies
- Wish to increase training days to 1-2 more
- Better to give homework for the participants
- The participants should raise their problems basing on some common form
- I wish to have training course for members of leadership of deaf union and other appropriate people. Show more often slides on screen. Provide more interpreters. Wish to have brief training material with as much as possible pictures. Wish to keep the same training location. Good quality training helped me to well perceive the content.
- Better to give examples of social work
- Wish to have more similar training courses
- Wish to have shorter training time
- Wish to keep the same trainer for possible training courses in the future
- Very useful
- Some case study and exercises wish to be more simplified to suit limited ability of disable people
- Wish to have more diversity of trainers sources
- Wish to have comparison of working environment of Vietnam and developed countries or other countries in the region
- Trainers gave very good guidance and motivation to the participants
- The participants should led stronger by the trainer in doing exercises
- I wish to have a social gathering of trainers and participants for relationship build up
- The discussion was sometime too exciting and difficult to be stopped
- I wish to have more warming up exercises to shake up people
- I wish to have more time on conflict management topic

Generally, the high mean scores and wording comments from participants indicated that they were very pleased with most of the training aspects (contents, materials, methodologies, and trainers). The scores for location and refreshment were high as well. The wording comments from participants also indicated that they were generally happy with the place.

CONCLUSION

With efforts of parties involved, it is strongly believed that the training course on management skill for NGOs leaders has successfully reached its objectives and met the expectations of participants. Participants performed satisfactorily by fully participating in each class session, in discussions, exercises and cases. The reactions of participants by the end of the course have shown their pleasures

with almost all aspects of the training: contents, materials, methodologies, and trainers.

Recommendations for future training courses:

The following training courses might be taken into consideration of future training planning:

1. Project planning training
2. Project implementation training
3. Project Fundraising